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"DEAR LORD, help me to become the kind of supervisor my management would like me to be. Give me the mysterious something which will enable me at all times satisfactorily to explain policies, rules, regulations, and procedures to my workers even when they have never been explained to me.

"Help me to teach and to train the uninterested and dim-witted without ever losing my patience or my temper.

"Give me that love for my fellowmen which passeth all understanding so that I may lead the recalcitrant, obstinate, no-good worker into the paths of righteousness by my own example, and my soft persuading remonstrance, instead of busting him in the nose.

"Instill into my inner being tranquillity and peace of mind so that no longer will I wake from my restless sleep in the middle of the night crying out "what has the boss got that I haven't got and how did he get it".

"Teach me to smile if it kills me.

"Make me a better leader of men by helping develop larger and greater qualities of understanding, tolerance, sympathy, wisdom, perspective, equanimity, mind reading and second sight.

"And when, DEAR LORD, Thou has helped me to achieve the high pinnacle my management has prescribed for me, and when I shall have become the paragon of all supervisory virtues in this earthly world, DEAR LORD, move over. AMEN."

Training
in
Administrative
Management

Workshop
Proceedings

Northland Hotel
Green Bay
Wisconsin
March 7-8-9, 1961

Participating Agencies

Agricultural Marketing Service
Agricultural Research Service
Agricultural Stabilization and Conservation Service
Cooperative Extension Service
Farmers Home Administration
Forest Service
Soil Conservation Service
United States Department of Agriculture
Wisconsin Conservation Department
Wisconsin Department of Agriculture

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Training in Administrative Management was instituted on January 7, 1957 when the Secretary of Agriculture issued a memorandum establishing the USDA Management Improvement Committee. The Committee conducted TAM Institutes in Minneapolis, Denver and Atlanta to provide leadership necessary to conduct TAM Workshops in each state. These state workshops, in turn, provided leadership to conduct local workshops such as the one reported in this publication.

The purpose of the TAM Workshops is to provide leadership experience and knowledge to USDA and related agency employees in administrative and supervisory positions--- the ultimate goal being more effective and efficient function of the USDA.

The three-day Green Bay TAM Workshop was organized and directed by H. Randolph Briggs, Chairman, SCS; Ingman O. Bolstad, ASC; Ben W. Schultz, FHA; George Dehnert, CES; and J. Allen Jackson, FS. In spite of the program being interrupted and disrupted by snowstorms and warnings of snowstorms, the ingenuity of these men plus the resourcefulness of Dr. E. R. Draheim, USDA; Frank H. Spencer, ARS; and Ben Herman, GSA; and the cooperation of the participants, the Workshop proved to be an enriching experience.

In addition to the presentations and discussions summarized in this publication, a representative of each participating agency briefly outlined the purpose and function of the agency. With this, the Workshop participants became cognizant of relationships of the agencies within USDA.

Ernest C. Betts' presentation, summarized in this publication, was not actually presented at the Workshop because adverse weather prevented his appearance. It is included because it was scheduled for the program.

Charles G. Arps, Public Relations Division, Allis Chalmers Corporation and Earl Stolper, Assistant to the President and Personnel Director, Wisconsin Power and Light Company were scheduled to make presentations but inclement weather prevented their appearance. Their topics are not summarized in this publication.

Program

Organized, modified and conducted the daily activities of the Workshop. Members served as chairmen of the six half-day sessions.

chairman.....Kingsley Oelhafen
 Lowell Feathers
 R. B. Schuster
 John C. Treuden
 George Tucker
 adviser.....H. Randolph Briggs

Editorial

Summarized and orally presented Workshop proceedings at the last session. Edited and published Workshop proceedings.

chairman.....Harold D. King
 Otto C. Becker
 Harvey Strelow
 John Kleckner
 Dale Marsh
 Bryan Keating
 Hallie Newlun
 Eugene C. Schroepfer
 Norman E. Schmeichel
 Harold Shine
 Robert K. Train
 Arthur Arndt
 adviser.....Ben W. Schultz

Social

Planned recreation, registration, welcome and banquet and arranged air travel for speakers.

chairman.....Jim Wilson
 Ernest Ehrbar
 Robert L. Madson
 James R. Tomlinson
 Peter Laszewski
 Stephen J. de Vries
 John R. Walker
 adviser.....Ingman O. Bolstad



King, Shine, Marsh, Train, Korotev, Laszewski, Kopecky;
 Schuster, Wilson, Tomlinson, Euclide, Tucker, Newlun, de Vries, Stone;
 Strelow, Statz, Arndt, Kleckner, Madson, Ehrbar, Schroepfer, Walker, Becker, Feathers;
 Schultz, Briggs, Bolstad, Schepp, Treuden, Oelhafen, Burkert, Schmeichel, Keating.

..... Agricultural Marketing Service

1		Stephen J. <u>de Vries</u>
Buena Vista, Storm Lake, Iowa	2427 East Stratfort Street	
American Legion	Milwaukee	
Masonic Lodge	Wisconsin	

2		George <u>Tucker</u>
University of California	441 Orchard Drive	
Alpha Zeta	Madison	
	Wisconsin	

..... Agricultural Research Service

3	2041 Preble Avenue	L. H. <u>Burkert</u>
	Green Bay	
	Wisconsin	

4		Frank H. <u>Spencer</u>
	3837 Hamilton Street	
	Hyattsville	
	Maryland	

..... Agricultural Stabilization and Conservation Service

5		Arthur <u>Arndt</u>
Lions Club	Rural Route #2	
Masonic Lodge	Gillett	
	Wisconsin	

PARTICIPANTS:

<u>Becker</u> , Otto C.	618 $\frac{1}{2}$ Fifth Avenue Antigo Wisconsin	River Falls State College Langlade Agriculture Council	6
<u>Bolstad</u> , Ingman O.	Rural Route #1 Gilman Wisconsin		7
<u>Euclide</u> , Donald	131 North Park Avenue Medford Wisconsin	River Falls State College American Legion Kiwanis Commercial Club	8
<u>Feathers</u> , Lowel	346 High Street Manawa Wisconsin	Lions Club	9
<u>Kleckner</u> , John	Rural Route #1 Stevens Point Wisconsin	Masonic Lodge	10
<u>Laszewski</u> , Peter	1660 Chicago Street Green Bay Wisconsin	Stevens Point State College A.K.L.	11
<u>Schepp</u> , Conrad D., Jr.	814 First Street Kewaunee Wisconsin	University of Wisconsin	12
Cooperative Extension Service.....			
<u>Ehrbar</u> , Ernest	2813 South 15th Street Sheboygan Wisconsin	Platteville State College University of Wisconsin	13
<u>King</u> , Harold D.	1729 Daggett Street Marinette Wisconsin	University of Wisconsin Knights of Columbus Holy Name Society	14
<u>Newlun</u> , Hallie	211 Locust Avenue Oconto Wisconsin	Platteville State College University of Wisconsin Lions Club Elks Club Knights of Columbus Holy Name Society	15

16 R. B. Schuster
 University of Wisconsin 220 Beaupre Street
 Kiwanis Club Green Bay
 Wisconsin

..... Farmers Home Administration

17 Eugene C. Schroepfer
 University of Wisconsin 342 Virginia Street
 Veterans of Foreign Wars Antigo
 Society of American Appraisers Wisconsin

18 Ben W. Schultz
 University of Wisconsin 1410 Neva Road
 Knights of Columbus Antigo
 Holy Name Society Wisconsin
 National Catholic Rural Life
 Conference

19 Jim Wilson
 University of Wisconsin Rural Route #2
 Waupun
 Wisconsin

..... Forest Service

20 Frank Kopecky
 University of Minnesota 6209 West Goodrich Street
 Milwaukee
 Wisconsin

21 Robert K. Train
 University of Michigan 810 River Street
 Veterans of Foreign Wars Rhinelander
 Society of American Foresters Wisconsin

22 John C. Treuden
 9009 West Mitchell Street
 West Allis
 Wisconsin

23 John R. Walker
 University of Wisconsin Park Falls
 American Legion Wisconsin
 Holy Name Society

..... General Services Administration

24 Ben Herman
 Chicago
 Illinois

..... Soil Conservation Service

25 H. Randolph Briggs
 University of Wisconsin 112 South Oneida Street
 Soil Conservation Society of Green Bay
 America Wisconsin

PARTICIPANTS ::

<u>Keating</u> , Bryan	Rural Route #3 Fond du Lac Wisconsin	Platteville State College	26
<u>Oelhafen</u> , Kingsley	624 Gibson Avenue Medford Wisconsin	University of Minnesota Wisconsin Conservation Congress Soil Conservation Society of America	27
<u>Schmeichel</u> , Norman E.	1910 27th Street Two Rivers Wisconsin	University of Wisconsin Izaak Walton League Soil Conservation Society of America	28
<u>Statz</u> , Roman A.	204 Balsom Street Spooner Wisconsin	LaCrosse State College Platteville State College Kiwanis Club Veterarn of Foreign Wars Jaycees Soil Conservation Society of America	29
<u>Strelow</u> , Harvey	1015 Elm Street Wausau Wisconsin	University of Wisconsin	30
<u>Tomlinson</u> , James R.	101 Clay Street Neillsville Wisconsin	University of Wisconsin Kiwanis Club Luther League	31
United States Department of Agriculture			
<u>Draheim</u> , E. R.	105 South Aberdeen Street Arlington 4 Virginia		32
Wisconsin Conservation Department			
<u>Marsh</u> , Dale	147 Locust Street Sturgeon Bay Wisconsin	Iowa State University Jaycees	33
<u>Shine</u> , Harold	2559 Lakeside Avenue Green Bay Wisconsin		34

..... Wisconsin Department of Agriculture

Robert L. Madson

35

Michigan State University
American Veterinary Medical
Association
Wisconsin Veterinary Medical
Association

1503 Carroll Avenue
Green Bay
Wisconsin

..... Guests

Wisconsin Department of Agriculture . . .	Stanley <u>Everson</u>
Farmers Home Administration	Aaron <u>Hanson</u>
Wisconsin Conservation Department	Jay <u>Korotev</u>
Green Bay Press-Gazette	Ray <u>Pagel</u>
Soil Conservation Service	Fred <u>Stone</u>
Cooperative Extension Service	Dave <u>Williams</u>



Randy Briggs, General Chairman, SCS, welcomes Frank Spencer, ARS, and Dr. E. R. Draheim, USDA, to the TAM Workshop at the Northland Hotel in Green Bay, Wisconsin, March 7-8-9, 1961. (Green Bay Press-Gazette photo)

Frank H. Spencer, Executive Administrator
Agricultural Research Service
United States Department of Agriculture
Washington, D. C.

Summarized by
Dale Marsh
Bryan Keating

.

Approaches to Leadership

Qualities of leadership
Achievement of leadership
Tests of leadership

Tests of Leadership

Can you.....

allow subordinates to be
as creative and produc-
tive as their talents
allow?
ignore mistakes of the
conscientious subord-
inates?
acknowledge, rectify and
then forget your mistakes?
Use other peoples' ideas
without taking credit
for them?
count on your organization
running without you?
assume responsibility?
keep up with developments
in your field?
read?
not take yourself too
seriously?
negotiate differences
without compromising
principles?
be a good loser?
not make promises lightly?
keep promises?
keep confidences?
analyze and evaluate your-
self?
select key assistants?
learn from people?
think through problems?
plan your work?
make decisions?
speak?
write?
be tough if necessary?

Are you.....

dependable?
unselfish?
loyal?
approachable?
accessible without encouraging
time wasters?
competent?
fair?

Have you.....

imagination?
integrity?
patience?
courage?
knowledge of...
subject matter?
organization?
human nature?
faith in...
yourself?
others?
the future?
God?

Are your subordinates.....

interested in their jobs?
proud of their organization?
informed of tasks and
objectives?

Affirmative answers indicate
leadership ability.

Do not rate yourself on your popularity!

Summarized by
Arthur Arndt
Otto C. Becker

E. R. Draheim
Director of Recruitment
United States Department of Agriculture
Washington, D. C.

.

The Learning Habit - Key To Continuing Growth

by Donald A. Laird

"The habit of learning cannot be overemphasized as a factor in individual efficiency and progress. It determines whether one will go ahead or hit the skids during the second half of life.

A survey by the Harbard Business Review has shown that executives who had the best positions did the most non-fiction reading. The weaker executives, perhaps because they were too easily pleased with themselves, did little serious reading.

Leading and reading go hand in hand. Reading to keep up with the world and one's vocation is one way to keep the habit of learning."

Few of us develop more than 50 per cent of our inherent abilities.

The Optimists' Creed

by Christian D. Larson

"Promise yourself...

- ...to be so strong that nothing can disturb your peace of mind.
- ...to talk health, happiness and prosperity to every person you meet.
- ...to make all your friends feel that there is something in them.
- ...to look at the sunny side of everything and make your optimism come true.
- ...to think only of the best, to work only for the best, and to expect only the best.
- ...to be just as enthusiastic about the success of others as you are about your own.
- ...to forget the mistakes of the past and press on to the greater achievements of the future.
- ...to wear a cheerful countenance at all times and give every living creature you meet a smile.
- ...to give so much time to the improvement of yourself that you have no time to criticize others.
- ...to be too large for worry, too noble for anger, too strong for fear, and too happy to permit the presence of trouble."

In-Service Training

In-service training is a systematic instructional process designed to aid persons in their present assignment or prepare for future assignments through the development of appropriate work habits, skills, knowledge and attitudes.

The objective of in-service training is to manage our people better, or to develop our people, so we can do a better job. We want to train, to develop and handle our people in such a way that will enhance the efficiency, the economy, and the productivity of our organizations --- now and for the future.

..... PLAIN LETTERS

Summarized by
Hallie Newlun
Harold Shine

Ben Herman
Chief, Records Management Division
General Services Administration
Chicago, Illinois

.

..... The 4S Formula For Plain Letters

Shortness

Don't unnecessarily repeat inquiry
Avoid needless words, information
Shorten prepositional phrases
Watch "verbal" nouns, adjectives
Limit qualifying statements

Simplicity

Know your subject
Use short words, sentences, paragraphs
Be compact
Tie thoughts together

Strength

Use specific words
Use active verbs
Give answer, then explain
Don't hedge

Sincerity

Be human
Admit mistakes
Limit intensives and emphatics
Don't be servile or arrogant

(The Plain Letter Writing Kit was issued to each participant for future reference.)

..... PUBLIC RELATIONS

Summarized by
Harvey Strelow
Norman E. Schmeichel

E. R. Draheim
Director of Recruitment
United States Department of Agriculture
Washington, D. C.

.

The need for public relations is closely related to one of the four basic needs of all men --- that of self preservation (self esteem).

Public relations result from what we are, what we do and what we say. They are nearly the same thing as personal, human relations. Good public relations are gained not only through knowledge of the techniques, but continuous practice of the tech-

PUBLIC RELATIONS ::

niques. We must breath, live, sleep and eat good public relations. We must practice good public relations at home, on the job, in the community and in our travels. Not only the leaders of an organization, but every employee of the organization must practice them constantly, continuously.

Public relations are more likely to be good when they are planned, purposeful, factual and direct. Rumor, or accidental, haphazard or shotgun public relations are not likely to be successful.

Planned public relations are done strategically, with self-control and balance. Strategy in public relations includes the use of persuasion rather than command, suggestions, inspiration with the vision of objectives, and the ability to refuse requests gracefully.

An "uninformed public" was a public relations problem brought up for discussion by one of the participants. Possible solutions included the use of press, radio and television to tell the story of the need for the service performed by the agency. The group felt that generally, this problem will continue to improve as it has over the past years.

The problem of building confidence among ourselves and subordinates was also discussed.

DEVELOPING LEADERSHIP ABROAD ::

E. R. Draheim

Director of Recruitment
United States Department of Agriculture
Washington, D. C.

Summarized by
Eugene C. Schroepfer

.

A skillfully executed, color-slide illustrated lecture entitled "Practical Experience in Assisting the Governments of Korea and Egypt with Establishing Executive Development Programs" revealed some of the methods and results of Dr. Draheim's assignment to (1) develop public administration techniques in Korea, and (2) select Korean candidates to study Public Administration at the University of Minnesota. While in Korea, Dr. Draheim was instrumental in refurbishing public administration buildings, constructing an executive conference room and library, and strengthening the International Cooperation Administration (ICA) contract. The contract now provides for machinery to audit expenditures and permits closer surveillance of operations. Dr. Draheim also illustrated and discussed his experiences in Egypt.

PROBLEM PANEL ::

Ingman O. Bolstad
H. Randolph Briggs
Kingsley Oelhafen
Ben W. Schultz

Summarized by
Robert K. Train
John R. Walker

.

Participants from each agency met, determined leadership problems prevalent within their agency, listed them and submitted them to the panel for discussion. In addition to the panel, TAM participants also contributed to the discussion of the following problems.

If a subordinate disagrees with policies and programs of the organization, discuss his disagreement with his supervisor?

Definitely! He should critically discuss his disagreement with his supervisor only, not with others. However, this is a very delicate situation, and the chances of good resulting from it depend greatly upon the objectivity of both participants. A discussion of this sort is beneficial to both participants --- to the supervisor, if the subordinate does have a legitimate criticism; and the subordinate, if his criticism is not legitimate, will learn the inadequacies of his reasoning with the help of the supervisors counsel.

If no progress is made in a discussion of this sort and the subordinate wishes to pursue the problem further --- with or without the supervisor's permission --- he should inform the supervisor of his intent.

What administrative action should be taken with employees who fulfill only the minimum requirements of their job description?

The panel agreed that work done by most USDA employees is not the kind that ends with the end of a 40 hour week --- that minimum requirements are in terms of "getting the job done" rather than "putting in the time". Violation of this principle aggravates the common complaint of people that "government workers are inefficient, clockwatchers, etc".

However, consider that the employee may not have the inherent capability to do more than the minimum requirement of his job description, or, that the supervisor is expecting more from the employee and the job description than he should.

If the deficiency is legitimate, several courses of action may be taken. The inefficient worker can be assigned to assist a known efficient worker and might realize, through this experience, the fallacies of his own methods. Closer supervision might improve the inefficient worker's attitude and output. More attention to "esprit de corps" can rectify this undesirable situation. And finally, the supervisor can resort to "unsatisfactory" ratings, and an explanation of such ratings' effect on promotion possibilities and salary increases.

The converse of this situation --- the man who's working all the time --- was also considered. This situation can usually be corrected if the individual learns to plan, schedule and develop the ability to courteously say "no".

How can supervisors convince older employees that policy and program changes are better than the "old" way, and should be carried out in preference to the previously used methods?

Change is difficult to accept, and the need for change is not always apparent to subordinates. Let them know what policy change considerations are being made when they're being made, and why they're being made. Ask older employees for their advice based on their many years of experience. Let them feel a part of changes that are made.

Other problems presented to the panel were:

How should "Sunshine Clubs" and other benefit funds be handled?

How can we help people maintain interest in their jobs when their job is boring?

Constant and frequent transfers in our organization cause inefficient operation because of the workers' unfamiliarity with the specific job.

How can we handle disagreements and conflicts among our subordinates?

Why Develop?

Government services have increased tremendously in our lifetime with a corresponding increase in the number of personnel needed to staff these services. With the challenges our nation faces in the 1960's it's imperative that persons of the best and highest caliber be attracted to government service. Once they're in, it's the responsibility of leadership to provide the opportunity for self-development to those in Federal service.

Psychological basis for self development.

Each employee has four basic needs --- security, procreation, self-assertion and sense of accomplishment. Fulfillment of these needs can lead to conflict; the well-adjusted person achieves a reasonable balance between them. Conflicts arising from the drive to fill these needs can be prevented through training; the good supervisor utilizes these drives to help the individual attain fruitful self development.

Supervisor's role in development.

The supervisor's role is to motivate the employee to self development, then provide the opportunity for self development.

To motivate, the supervisor must create in the employee, an attitude conducive to self improvement, he must study and know each individual, he must prevent frustration by setting attainable goals, he must teach, and he must like people. The supervisor can motivate best by example. He can motivate also by delegating authority, advise employees on the job, providing incentives, developing pride, providing opportunities for training and pointing out the rewards of self development.

The supervisor must provide the management climate that allows full development of potential. This he can do with honesty, objectivity, participative management, challenging assignments, and high performance standards. He must recruit properly, provide budgets for training, and get support for training from top management. A training program can be provided within or outside the organization; it should be in the field of human relations as well as technical. The supervisor cannot assume the employee comes to the job fully trained --- training must continue. The program should be centered on the individual, not mass training.

Change and training is often resisted by employees, especially older ones. But if the supervisor yields to this resistance, unless he motivates and provides the opportunity for self development, he may soon develop a staff of mediocre employees.

Evaluation.

Rates of turnover, morale, esprit de corps are all scales by which the supervisor can measure the progress of self development among his staff.

..... COMMENTS

"TAM is the best tool I've seen for keeping men interested and serviceable in government jobs. It inspires professionalism, and fights mediocrity. Your workshop demonstrated that it is possible to have teamwork on a large scale. It showed that all agencies have mutual problems, and that the solution to these problems can best be found by pooling our mental resources, and seeking expert advice."

"I am very happy to comment on the TAM Workshop which I recently attended.

If I learned nothing else, I believe I learned a sentence such as the one above probably could be omitted."

"If I have any criticisms of the program, it would seem that we tried to include too much in the short period of time. I believe that if time permitted, a full week for such a Workshop with a more thorough discussion of each topic and more opportunity to exchange ideas on each area would certainly be advisable."

"I was particularly impressed in the common problems we all have regardless of agency."

"The sessions were stimulating, inspiring and informative. In fact, I have become so engrossed in self improvement it has become difficult to note the shortcomings of my associates.

It is my frank opinion that the sessions were well organized and the topics most excellent. My recommendation is that every department employee be given an opportunity to attend during the next several years."

"I know they have helped me in delegating duties to my fellow co-workers instead of trying to do it all myself."

"Few college graduates have received this type of training. I needed it and was mighty pleased to get it."

"I feel that this was one of the best conducted and inspiring meetings that I ever attended. The idea of giving everyone a job to do is very good. If each person does a little review and follow up on what he learned he should get considerable benefit from those few days of training."

"The session really made for a feeling of unity among the various USDA agency employees. We found that the other agency has a very important job and we feel the same of our own because we obtained a better idea how it fits in along with their responsibility."

"The letter writing course made the session worth the time spent. Mr. Ben Herman is top-notch."

"One can't come away from a meeting such as that without feeling "uplifted". There have been many times in the past month that I have thought back to things that were said and have changed my approach to the problem I encountered. I suppose I realize more than ever how much Leadership is involved in my job."

"It is felt that to reap the results of a session like this, a short refresher session could be scheduled for TAM participants in another 4 or 5 years. Good management, like anything else, needs re-charging to keep it on its toes."

"The March 1961 TAM Workshop at Green Bay is paying off. A large part of my work is writing letters, work plans, reports and instructions. Mr. Ben Herman's presentation of "Plain Letter Writing" has given me the most immediate benefit."

"I consider this to be a turning point in achieving better working and personal relationships with others."

#

TAM tired?



Relax! in

Wisconsin's Near North